

ICS 7142-88  
19 July 1988

MEMORANDUM FOR: Mr. Fritz W. Ermarth  
Chairman, National Intelligence Council

FROM: Lieutenant General Edward J. Heinz, USAF  
Director, Intelligence Community Staff

SUBJECT: Our Next Joint Steps [ ]

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1. This memorandum is for your information and our joint action. [ ]

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2. I understand from [ ] that they found the NIC's Off-Site Conference last month to be very useful and full of potential. Taking advantage of that potential, and achieving something constructive, is the next problem. [ ]

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3. As we discussed in our meeting a few weeks ago and as I understand [ ] mentioned to you that Monday night at your Off-Site, I think there are five basic places where NIC can really aid and assist us, namely:

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- o Help us articulate the need for policymakers, and senior intelligence analysts, for intelligence support.

This entails not just collection, but processing, exploitation, research, analysis, production, and dissemination as well.

- o Create and update the Outlook Section for the annual cycle of the National Intelligence Topics.
- o Help us set Intelligence Community priorities in the FIRCAP (DCID 1/2).
- o Help review, at the top level, requirements (in the widest sense of that word), and especially help us articulate gaps--i.e., pieces of requirements which are not getting service, or holes in our requirements.
- o Help write portions of the DCI's National Foreign Intelligence Strategy. [ ]

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4. We don't have at present all of the mechanisms, including properly designed ones, to implement these opportunities. We will have to create some of them. But we do have some existing capabilities which we ought to exercise jointly as energetically as we can, namely:

- o Trading papers regularly, such as your warning reports and our monthly summaries.

To whom should they be sent, now that [ ] has departed?

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- o Conducting more seminars on key issues such as those now scheduled for narcotics.

In this regard, it would be useful if the NIC created a list of what you think the next six subjects should be [ ]

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5. I hope this is useful. I would appreciate any thoughts you have on this topic. My secretary will schedule another joint meeting in a few months so that we can see how we are doing. [ ]

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[ ]  
Edward J. Heinz  
Lieutenant General, USAF

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